Department of Defense
INSTRUCTION

USD(P&R)

SUBJECT: DoD Civilian Personnel Management System: Civilian Strategic Human Capital Planning (SHCP)

References: See Enclosure 1

1. PURPOSE

a. <u>Instruction</u>. This instruction is composed of several volumes, each containing its own purpose. The purpose of the overall instruction, in accordance with the authority in DoD Directive (DoDD) 5124.02 (Reference (a)), is to establish and implement policy, establish procedures, provide guidelines and model programs, delegate authority, and assign responsibilities regarding civilian personnel management within the DoD.

b. <u>Volume</u>. In accordance with the authority in Reference (a), this volume:

(1) Reissues Volume 250 of DoD Instruction (DoDI) 1400.25 (Reference (b)), and incorporates and cancels Under Secretary of Defense for Personnel and Readiness (USD(P&R)) memorandums (References (c) and (d)).

(2) Updates established policy, assigned roles and responsibilities, and procedures for DoD Components to implement SCHP across DoD.

2. APPLICABILITY.
This volume applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this volume as the "DoD Components").

3. POLICY.
It is DoD policy that:

a. SHCP provides a prescriptive methodology to assess the current state of the workforce, identify skill and competency gaps and strengths, and forecast emerging and future workforce requirements to support the DoD mission.

b. SHCP addresses all U.S. citizen appropriated fund positions, including those in the Senior Executive Service, Senior Level, Senior Technical, and Senior Scientific, and Professional and Wage Grade positions.

c. OSD functional community managers (OFCMs) and DoD Component functional community managers (DoD CFCMs) are responsible for SHCP for assigned occupations within the civilian workforce.

d. SHCP is a structured competency-based approach implemented throughout the DoD that:

(1) Applies job analysis methodologies compliant with Part 1607 of Title 29, Code of Federal Regulations (also known and referred to in this volume as the "Uniform Guidelines on Employee Selection Procedures (UGESP)") (Reference (e)).

(2) Meets the requirements and objectives of USD(P&R) Fiscal Year 2012-2016 Strategic Plan (Reference (f)), section 300.103 of Title 5, Code of Federal Regulations (Reference (g)), and section 115b of Title 10, United States Code (Reference (h)).

4. RESPONSIBILITIES. See Enclosure 2.

5. INFORMATION COLLECTION REQUIREMENTS

a. The Defense Competency Assessment Tool (DCAT), referred to in section 2 of Enclosure 5 of this instruction, has been assigned report control symbol DD-P&R(BE) 2475 in accordance with the procedures in DoD Manual 8910.01, Volume 1 (Reference (i)), and DoDI 8910.01 (Reference (j)).

b. The biennial strategic workforce plan, referred to in sections 1 and 4 of Enclosure 2 and Enclosure 3 of this instruction, is submitted to Congress in accordance with Reference (h) and is coordinated with the Assistant Secretary of Defense for Legislative Affairs in accordance with the procedures in DoDI 5545.02 (Reference (k)).

6. RELEASABILITY. **Cleared for public release**. This volume is available on the Internet from the DoD Issuances Website at http://www.dtic.mil/whs/directives.

7. EFFECTIVE DATE. This volume is effective [DD will insert date upon posting to the website].

Jessica L. Wright
Under Secretary of Defense for
Personnel and Readiness

Enclosures
1. References
2. Responsibilities
3. SHCP
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6. SHCM Governance Structure
Glossary

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ENCLOSURE 1

REFERENCES

(a) DoD Directive 5124.02, "Under Secretary of Defense for Personnel and Readiness (USD(P&R))," June 23, 2008

(b) DoD Instruction 1400.25, Volume 250, "DoD Civilian Personnel Management System: Civilian Strategic Human Capital Planning (SHCP)," November 18, 2008 (hereby cancelled)

(c) Under Secretary of Defense for Personnel and Readiness Memorandum, "Framework for Department of Defense (DoD) Civilian Strategic Workforce Planning and Enterprise Competency Management," October 27, 2011 (hereby cancelled)

(d) Under Secretary of Defense for Personnel and Readiness Memorandum, "Enterprise Civilian Competency Management Framework Implementation," November 23, 2011 (hereby cancelled)

(e) Part 1607 of Title 29, Code of Federal Regulations

(f) Under Secretary of Defense for Personnel and Readiness, Fiscal Year 2012-2016 Strategic Plan, February 2011

(g) Section 300.103 of Title 5, Code of Federal Regulations

(h) Title 10, United States Code

(i) DoD Manual 8910.01, Volume 1, "DoD Information Collections: Procedures for DoD Internal Information Collections," June 30, 2014

(j) DoD Instruction 8910.01, "Information Collecting and Reporting," May 19, 2014

(k) DoD Instruction 5545.02, "DoD Policy for Congressional Authorization and Appropriations Reporting Requirements," December 19, 2008

(l) Defense Human Resource Board Charter, December 8, 2011

(m) DoD Directive 1404.10, "DoD Civilian Expeditionary Workforce," January 23, 2009

(n) DoD Instruction 1430.16, "Growing Civilian Leaders," November 19, 2009

ENCLOSURE 1

ENCLOSURE 2

RESPONSIBILITIES

1. <u>USD(P&R)</u>. In accordance with Reference (a), the USD(P&R) has overall responsibility for overseeing the DoD Strategic Workforce Plan and competency-based SHCP.

2. <u>ASSISTANT SECRETARY OF DEFENSE FOR READINESS AND FORCE MANAGEMENT (ASD(R&FM))</u>. Under the authority, direction, and control of the USD(P&R), the ASD(R&FM):

a. Collaborates with the Deputy Assistant Secretary of Defense for Civilian Personnel Policy (DASD(CPP)) to confirm that the SHCP efforts are coordinated with the Total Force requirements.

b. Informs the DASD(CPP) of priorities and changes in DoD mission and strategies that may impact the development or execution of the DoD SWP to Congress.

3. <u>DASD(CPP)</u>. Under the authority, direction, and control of the ASD(R&FM), the DASD(CPP):

a. Develops cohesive, DoD-wide policy for human capital with the DoD Components that includes competency-based SHCP, to verify the readiness of the civilian workforce to meet mission requirements.

b. With the DoD Components and the functional communities, develops SHCP implementation guidance.

c. Oversees a dedicated Strategic Human Capital Planning Division (SHCPD) to guide and assist OFCMs, DoD CFCMs, and component integrators (CIs) in the execution of SHCP consistent with the procedures in Enclosure 4 of this volume.

4. <u>UNDER SECRETARIES OF DEFENSE, ASSISTANT SECRETARIES OF DEFENSE REPORTING DIRECTLY TO THE SECRETARY OF DEFENSE, AND THE INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE</u>. The Under Secretaries of Defense, Assistant Secretaries of Defense reporting directly to the Secretary of Defense, and the Inspector General of the Department of Defense appoint OFCMs for their respective functional communities.

5. <u>DOD COMPONENT HEADS</u>. The DoD Component heads:

a. Develop, manage, execute, and assess each Component's SWP, including decisions over manpower allocations and resources.

b. Appoint DoD CFCMs and CIs to support career program management and to assist the OFCMs with community management issues.

c. Guarantee their DoD CFCMs and CIs are trained and have the capabilities to perform assigned responsibilities.

d. Develop, implement, and operate job analysis programs that meet the requirements and objectives of References (f) and (g), and comply with Reference (h). The specific job analysis methodology must align to DoD policy established in this volume.

e. Integrate competency-based SHCP into the full spectrum of civilian life-cycle talent management within their Component.

f. Require that a cadre of trained human resources (HR) consultants are available to advise the DoD CFCMs on recruitment, compensation, retention, and development strategies needed to address identified competency gaps.

g. Confirm that manpower and financial management consultants are available to advise the DoD CFCMs on requirements and issues related to SHCP.

ENCLOSURE 3

SHCP

SHCP. The SHCP process:

a. Aligns with DoD's strategic planning, budget process, performance management goals, and metrics to ensure the appropriate workforce mix and skill sets to accomplish the mission.

b. Identifies current and projected civilian manpower requirements, including expeditionary requirements within the context of total force planning, needed to meet the DoD's mission.

c. Identifies critical skill gaps, e. g. recruitment in existing or projected workforce, and develops strategies to manage the civilian workforce to address those gaps.

d. Develops, validates, implements, and assesses DoD-wide competencies for occupational series using the DoD taxonomy outlined in Enclosure 3.

e. Compares competency proficiency levels against target proficiency levels at enterprise and individual levels to identify competency gaps and gap closure strategies, for competencies needed now and in the future.

f. Develops a competency-based approach to SHCP that enables DoD Components to incorporate competencies in recruitment and retention tools such as position descriptions, vacancy announcements, selection assessment questionnaires, and employee training and development plans.

g. Identifies career paths that provide a competency-based road map for employees to aid in their career planning and professional development.

h. Assesses the DoD's progress in implementing its Strategic Workforce Plan (SWP) using results-oriented performance measures.

ENCLOSURE 4

PROCEDURES

1. SHCPD. The SHCPD:

a. Oversees and integrates DoD Component SHCP, including workforce capability and readiness efforts, within the framework of total force planning in collaboration with the Director, Total Force Planning and Requirements.

b. Monitors the strategic environment, workforce trends, staffing and competency assessments, and gap analyses to verify that recruitment, retention, and development initiatives address DoD current and future mission requirements.

c. Develops DoD policy, guidance, strategies, and reporting requirements for competency-based SHCP and staffing gap forecasting.

d. Provides oversight for issues relating to competency-based SHCP and staffing gap forecasting.

e. Establishes a common taxonomy for DoD competencies to meet DoD-wide SHCP needs and to facilitate life-cycle management of the DoD civilian workforce.

f. Implements a five-point rating scale, illustrated Figure 2, to be uniformly applied throughout the DoD to measure competency proficiency level requirements.

g. Establishes an enterprise competency data repository, validation, and assessment tool to conduct workforce competency assessments and to monitor gap closure integrated with HR life-cycle systems and processes.

h. Oversees data collection of civilian workforce and capability requirements.

i. Informs DoD leadership of HR external agency initiatives (governmental and non-governmental), partnering with proponents on human capital efforts as appropriate and applicable.

j. Develops DoD guidance governing the selection and training of OFCMs and DoD CFCMs.

k. Confirms that OFCMs and DoD CFCMs are trained and have the capability to perform the responsibilities outlined in this enclosure.

l. Requires that CIs are trained and have the capability to liaise with and provide advice to the OFCMs and DoD CFCMs and are integrated with HR, manpower, and financial management functions in carrying out their responsibilities identified in this enclosure.

m. Distributes guidance for meeting the reporting requirements in Reference (h) and any other SHCP-related reporting requirements.

2. OFCMs. The OFCMs:

a. Work with DoD CFCMs to monitor and track the implementation of this volume in their respective communities, DoD-wide, against mission requirements.

b. Monitor the integration of competency-based SHCP into the full spectrum of life-cycle management of employees (in executing these responsibilities) within the functional communities, and confer with the SHCPD, OSD or command leadership, manpower authorities, DoD CFCMs, CIs, HR, manpower and financial management consultants.

c. Monitor current and projected mission requirements (both expeditionary and non-expeditionary), environmental influences, recruitment, attrition and retirement trends, and workload forecasts to identify current and future functional community manpower requirements.

d. Conduct an analysis of the numbers in the community against projected manpower needs to identify workforce gaps.

e. Facilitate the development and assessment of DoD-wide competencies for employees within their functional communities against those needed for successful mission accomplishment to identify competency gaps.

f. Develop and implement strategies to mitigate the identified workforce and competency gaps, including career paths and applicable career roadmaps.

g. Assess the effectiveness of the strategies in reducing gaps.

h. Assess functional strategies to direct closure of identified competency gaps.

i. Monitor and report the status of the application of competency-based SHCP within the DoD Components as defined paragraph 2b of this enclosure.

j. Review and provide input to strategic workforce planning requirements established by the DASD(CPP) and any other reporting requirements in Reference (i).

k. Review DoD Component SHCP solutions, e. g., competency models, hiring methods, and training programs, to avoid duplication and leverage efficiencies through functional community-wide solutions.

3. CIs. The CIs:

a. Support and assist the DoD Component heads in fulfilling functional community management responsibilities and DoD SHCP initiatives within the DoD Component. CIs coordinate and leverage DoD Component, community, and inter-agency best practices.

b. Facilitate responsibilities of the DoD Component heads as outlined in this volume.

c. Analyze DoD Component workforce data against projected manpower needs to identify workforce gaps.

d. Collaborate with the SHCPD, OFCMs, and DoD CFCMs to provide reports to support of the SWP from DoD Components.

e. Coordinate and leverage DoD Component, functional community, and interagency best practices.

f. Facilitate timely report submissions to meet component and OSD missions.

g. Advocate regulatory and statutory changes, when necessary.

h. Assemble and engage a collaborative team of DoD CFCMs, HR, manpower, financial, and others to support SWP.

i. Assess functional training and other strategies to ensure closure of identified workforce gaps.

j. Review analyses of current and projected mission requirements, environmental factors, attrition and retirement trends, and workload forecasts to identify current and future Component manpower requirements.

k. Act as single point of contact on strategic human capital management (SHCM) issues at the DoD Component level.

4. DoD CFCMs. DoD CFCMs work with the OFCMs to ensure their respective communities have the competencies and proficiency-levels needed to support the mission. Collaboration with SHCPD, OFCMs, and DoD CFCMs is essential to ensure timely reports are provided in support of the SWP from DoD Components. DoD CFCMs are designated as appropriate to represent one or several DoD Components.

5. HR PROFESSIONALS TRAINED TO SUPPORT SHCP. The HR professionals trained to support SHCP:

a. Provide advice and guidance to the functional communities on strategies to achieve SHCP goals.

b. Consult on the planning and requirements process to obtain manpower resources, such as full time equivalents required to support operations and meet mission requirements.

6. <u>FINANCIAL MANAGEMENT PROFESSIONALS TRAINED TO SUPPORT SHCP</u>. The financial management professionals trained to support SHCP consult on the DoD budget and financial resource acquisition processes, such as the Program Objective Memorandum and 5-Year Development Plan.

7. <u>SUPERVISORS WHO MANAGE DOD CIVILIAN EMPLOYEES</u>. Supervisors who manage DoD civilian employees validate occupational series competencies; participate in the assessment of their employees' proficiency levels and identify target proficiency levels within each competency their employees perform and ensure employees have current individual development plans to support gap closure.

ENCLOSURE 5

COMPETENCY MANAGEMENT

1. ENTERPRISE COMPETENCY MANAGEMENT FRAMEWORK

a. A competency-based approach will be instituted throughout the DoD that supports SHCP. The SHCPD is responsible for the development, management, and oversight of the DoD's competency management process, referred to as the DoD Competency Management Framework.

b. The core precepts for the DoD Competency Management Framework are based on aligning mission outcomes with expectations for employee behaviors, providing a meaningful and consistent structure within which to define and assess workforce competency needs and gaps, and providing employees and supervisors with observable, transparent, and measurable indicators associated with successful job performance.

c. The DoD Competency Management Framework:

(1) Provides a common language and structure to manage and assess workforce competency gaps, proficiency levels, and guide SHCP strategies for gap closure, training, recruitment, and succession planning.

(2) Establishes an inventory of DoD competencies by occupation (defined as occupational series, groups of like occupations, or functions that cut across occupational series, e.g., acquisition) that can be incorporated into the full range of life-cycle management practices and will be comprised of technical and non-technical competency requirements.

(3) Establishes a common taxonomy for DoD-wide competency management that drives standardization across the DoD while enabling DoD Component flexibility where necessary. The competency taxonomy includes the format of occupational competency models and individual competencies.

(a) The DoD Competency Management Framework, illustrated in Figure 1, consists of five tiers and includes technical and non-technical competencies. These tiers categorize and organize competencies within and across occupations and differentiate between mission-based competency requirements. An explanation of each tier is provided.

1. Tier 1 competencies apply across the DoD, e.g., DoD Civilian Leadership Competency Model.
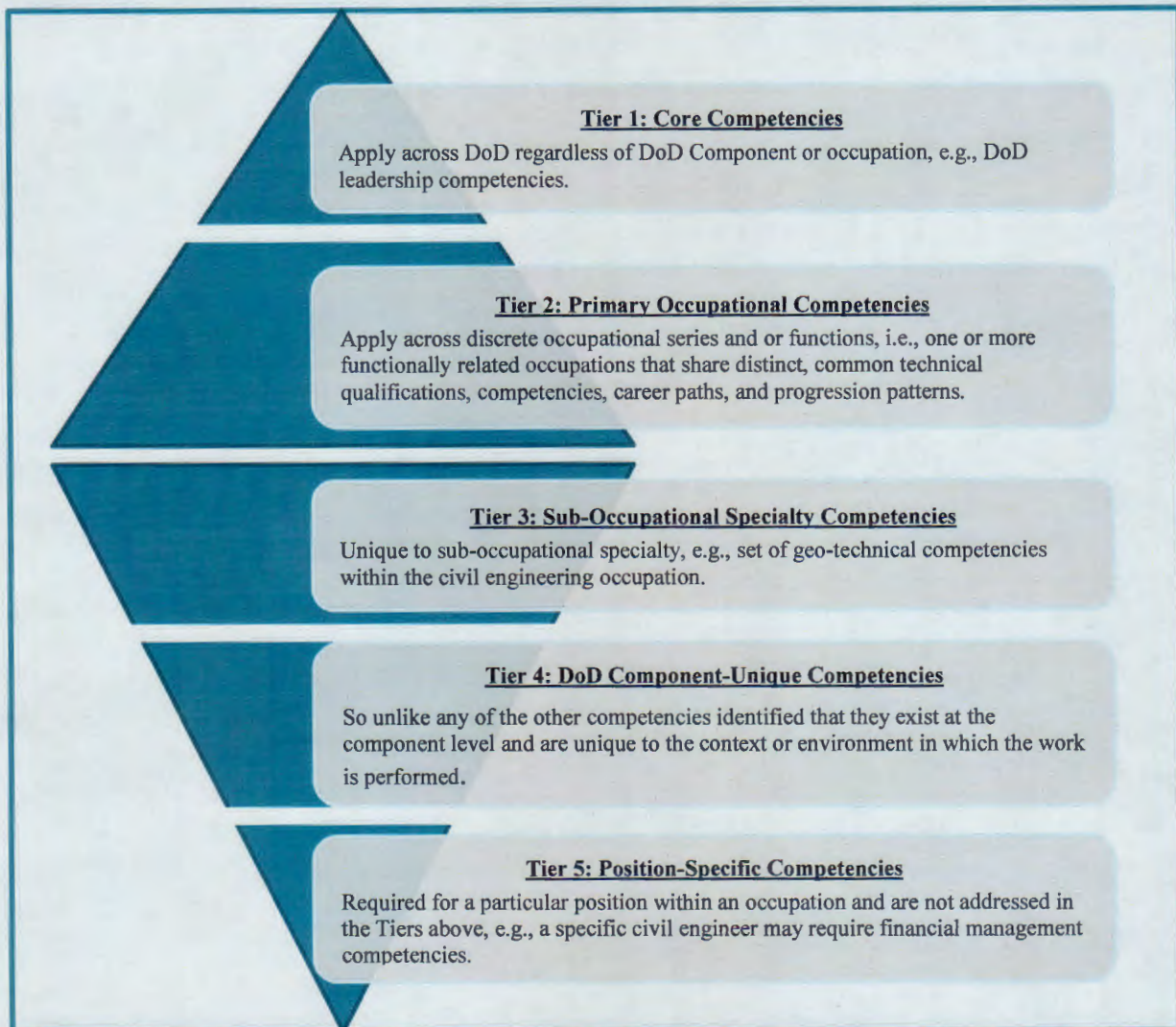
2. Tier 2 competencies are occupational series or function specific, i.e., one or more functionally-related occupations that share distinct, common technical qualifications, competencies, career paths, and progression patterns, for example, acquisition career fields.

    3. Tier 3 competencies are unique to sub-occupational specialties, e.g., set of geo-technical competencies within the civil engineering occupation.

    4. Tier 4 competencies are unique to a specific DoD Component based on the context or environment in which the work is performed.

    5. Tier 5 competencies are required for or unique to a position, e.g., a specific civil engineer position may require financial management competencies.

<div align="center">Figure 1. DoD Competency Management Framework</div>

Tier 1: Core Competencies

Apply across DoD regardless of DoD Component or occupation, e.g., DoD leadership competencies.

Tier 2: Primary Occupational Competencies

Apply across discrete occupational series and or functions, i.e., one or more functionally related occupations that share distinct, common technical qualifications, competencies, career paths, and progression patterns.

Tier 3: Sub-Occupational Specialty Competencies

Unique to sub-occupational specialty, e.g., set of geo-technical competencies within the civil engineering occupation.

Tier 4: DoD Component-Unique Competencies

So unlike any of the other competencies identified that they exist at the component level and are unique to the context or environment in which the work is performed.

Tier 5: Position-Specific Competencies

Required for a particular position within an occupation and are not addressed in the Tiers above, e.g., a specific civil engineer may require financial management competencies.

(b) Individual competencies, illustrated in Figure 2, contain:

1. Competency Title: The short name used to identify a competency.

2. Competency Definition: The competency definition conveys the work required to perform job tasks and is typically written as a statement of an observable, measurable pattern of knowledge, skills, and abilities. Definitions should also include behaviors associated with job performance.

3. Proficiency Level Illustrations: DoD uses a five-point rating scale with standardized proficiency level definitions. Illustrations further define the level of proficiency and provide behavioral examples that are demonstrated, repeatable, and observable. While the definitions are broad, the illustrations provide specific examples of the level definitions.

4. Job Tasks: Specific position-based work activities and outcomes. Multiple tasks can be linked to a single competency.

5. Proficiency Level Requirement: This is determined by an aggregate assessment based on individual supervisor determinations of position-based competency requirements.

(c) For tracking and management, a competency developed for DoD-wide implementation should also include:

1. Functional community.

2. Occupational Series and Tier 1, 2, 3, 4, or 5 designator.

3. Relevant performance level for associated competency information (e.g., entry, mid, and full-performance levels).

4. Current or future importance (5 years from now).

Figure 2. Competency Taxonomy
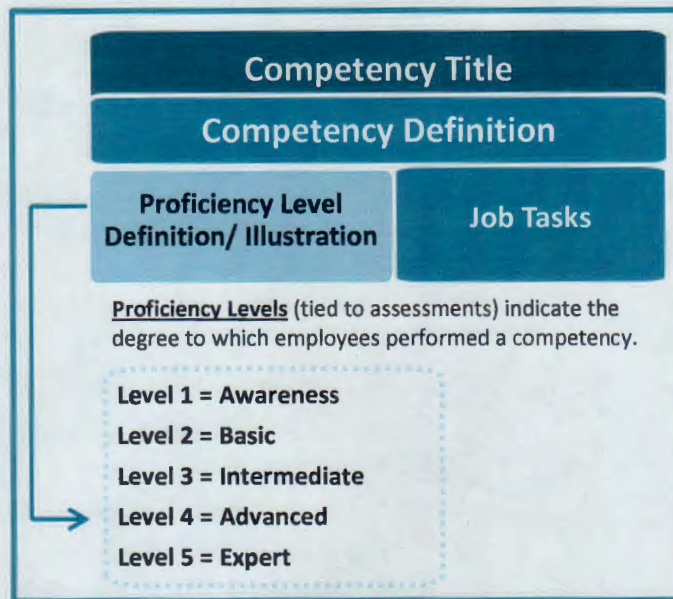
(d) Ensures standard job analysis methodologies used comply with the UGESP.

(e) Provides basis for current and forecasted competency gap analysis through analysis of the multiple factors including but not limited to:

1. Employee and supervisor assessment of employee competency proficiency.

2. Supervisor assessment of importance of competency for current and emerging mission and requirement for competency upon entry into position.

3. Forecasted workforce competency proficiency based on employee development, hiring, and attrition trends.

4. Forecasted workforce competency proficiency requirements based on manpower and strategic planning analysis.

2. DCAT. The DCAT replaces DoD Component-specific tools to ensure a consistent approach to assess and report workforce competency gaps and proficiency levels. The DCAT:

a. Is the repository for DoD competencies to manage an inventory of validated civilian workforce technical and non-technical competencies.

b. Is the tool for assessing individual and workforce competency gaps, and the assessment results inform employee development, succession, and knowledge management decisions. Assessments will be conducted via DoD occupational assessment surveys.

c. Interfaces with the Defense Civilian Personnel Data System.

d. Provides civilian employees access to their competency records to:

(1) Identify competencies relevant for their current position.

(2) Determine competency importance for their series and their position.

(3) Indicate their competency proficiency level for all competencies using a five-point competency proficiency scale.

e. Provides supervisors of civilian employees the ability to:

(1) Identify competencies relevant for their employees' current position.

(2) Indicate employees' competency proficiency levels and target proficiency levels for all competencies using the five-point competency proficiency scale.

(3) Identify competencies needed at the time of appointment, and competencies needed in the future (5 years).

(4) Identify the best method for developing proficiency in the competency, e.g., instructor led-training, distance learning, on-the-job-training, developmental and challenging work assignments.

ENCLOSURE 6

SHCM GOVERNANCE STRUCTURE

The DoD SHCM governance structure is comprised of the Defense HR Board (DHRB), in accordance with its charter (Reference (n)), SHCM Executive Steering Committee (SHCM ESC), Functional Community Advisory Group (FCAG), and Competency Management Advisory Group (CMAG).

a. The DHRB

    (1) Membership consists of a:

        (a) Representative from each of the OSD Under Secretaries.

        (b) A General or Flag officer (GO/FO) from each of the Military Departments.

        (c) GO/FO or civilian equivalent from the Joint Staff.

        (d) DoD Components shall be represented by the appropriate Principal Staff Assistants (PSA), unless otherwise specified.

    (2) Is chaired by the USD(P&R).

    (3) Will promote and facilitate improved DoD-wide total force management, both current and future, through the improved alignment of statutes, policy, business practices, information technology, and resources.

b. The SHCM ESC:

    (1) Membership consists of OFCMs and the Civilian Personnel Policy Council principals, (i.e., Component Integrators).

    (2) Is chaired by the DASD(CPP) or designee.

    (3) Will review and recommend appropriate functional community structure, mission critical occupations, and resources for functional community planning to better manage the total force and elevate issues to the DHRB as appropriate.

c. The FCAG:

    (1) Membership consists of OFCM action officers and CIs.

    (2) Is chaired by the Division Chief, SHCP.

(3) Will study workforce planning needs and issues and assess progress; develop policy proposals and recommendations for implementing functional community management and workforce planning strategies. Elevate SHCP issues to the SHCM ESC as appropriate.

d. The CMAG:

(1) Membership consists of subject matter experts from OSD, DoD Components, and as needed functional or technical experts, e.g. labor relations or information technology representatives.

(2) Is chaired by the Division Chief, SHCP.

(3) Is a functional advisory group that supports the implementation and sustainment of enterprise competencies. Provides expert advice and recommendations to ensure a common strategic approach to enterprise-wide competency management.

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

ASD(R&FM)	Assistant Secretary of Defense for Readiness and Force Management
CI	Component Integrator
CMAG	Competency Management Advisory Group
DASD(CPP)	Deputy Assistant Secretary of Defense for Civilian Personnel Policy
DCAT	Defense Competency Assessment Tool
DHRB	Defense Human Resources Board
DoD CFCM	DoD Component Functional Community Manager
DoDD	DoD Directive
DoDI	DoD Instruction
FCAG	Functional Community Advisory Group
GO/FO	general or flag officer
HR	human resources
OFCM	OSD Functional Community Manager
SHCM	strategic human capital management
SHCM ESC	Strategic Human Capital Management Executive Steering Committee
SHCP	Strategic Human Capital Planning
SHCPD	Strategic Human Capital Planning Division
SWP	Strategic Workforce Plan
UGESP	Uniform Guidelines on Employee Selection Procedures
USD(P&R)	Under Secretary of Defense for Personnel and Readiness

PART II. DEFINITIONS

Unless otherwise noted, these terms and their definitions are for the purposes of this volume.

DoD CFCM. Senior executive level leaders responsible for supporting the execution of this volume in their respective DoD Component career field by working with DASD(CPP), SHCPD, and command leadership, manpower and financial management representatives, OFCMs, and HR consultants.

Civilian Personnel Policy Council. The Council shall promote and facilitate Department-wide human capital management, both current and future, through input to policy, business practices, information technology standards, integrated solutions and resourcing. The Council is chaired by the DASD(CPP) and is comprised of representatives from the Military Departments and the Defense Agencies.

competency. An observable, measurable pattern of knowledge, abilities, skills, and other characteristics that individuals need to perform work roles or occupational functions successfully. They are categorized by:

   non-technical. Demonstrate the "soft skills," (ability to relate to others) or personal attributes associated with successful performance of current and future job tasks or mission requirements.

   technical. Associated with a specific occupation or function to successfully perform the job tasks required. These competencies reflect domain-specific requirements and are associated with analysis of occupational job groups or families, occupational series, DoD critical functions particular groups of jobs. These competencies also refer to specific occupational skills gained from education or training or which are based on a particular area of expertise.

competency-based management. A systematic approach to developing, evaluating, and aligning employee competencies with mission and job requirements throughout the DoD life-cycle talent management framework.

DoD Component integrator. Senior Executive Service member from Human Resources who is the single point of contact on SHCM issues at the DoD Component level.

DoD Life-cycle Career Management Framework. A comprehensive process for managing the workforce planning process that encompasses recruitment, assessment, compensation, development, retention, and succession management.

functional community. A group of one or more occupational specialties with common functions, competencies, and career paths to accomplish a specific part of the DoD mission. Functional communities engage in workforce planning to ensure mission accomplishment by preparing for emerging missions and changing work requirements; developing competency models, assessing workforce competencies, and identifying mission-critical workforce gaps; identifying recruitment, development, and retention strategies to fill workforce gaps; providing career roadmaps with a "line of sight" for employee career development; and advocating individual competency assessments and development plans to help employees progress and meet professional standards

human capital. An inventory of skills, experience, knowledge, and capabilities that drives productive labor within an organization's workforce.

human capital planning. A structured competency-based approach that applies job analysis methodologies compliant with the UGESP and is used to identify current and future civilian workforce requirements, including those of an expeditionary nature, as part of total force planning.

job analysis. The process of identifying and defining the duties and responsibilities of a job in terms of both tasks and employee competencies needed to perform those duties and responsibilities. The competencies derived from the job analysis demonstrate a link to the tasks or duties of the job.

OFCM. Senior executives in OSD Components responsible for working with the DoD Components to monitor and track implementation of this volume for a designated community by working with the SCHPD, command leadership, CFCMs, manpower, financial management, and HR professionals.
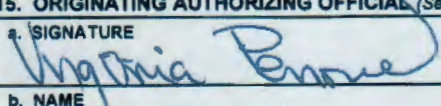
taxonomy. The classification, categorization, or grouping of similar items or things, e.g., competencies.

Total Force. All active and reserve military, civilians, and contractors of the DoD.

UGESP. A uniform set of principles adopted by the Equal Employment Opportunity Commission, Office of Personnel Management, Department of Justice, and Department of Labor to govern employee selection procedures in the public and private sectors consistent with applicable legal standards and recognized validation standards.

DoD ISSUANCES PROGRAM COORDINATION RECORD

Read instructions on the second page before completing this form.

1. DoD ISSUANCE NUMBER *(See Instructions)*	2. SUBJECT *(Title of the Issuance)*
1400.25 Volume 250	DoD Civilian Personnel Management System, Civilian Strategic Human Capital Planning (SHCP)

3. CLASSIFICATION OF ISSUANCE	4. TYPE OF ISSUANCE		5. TYPE OF ACTION	6. DISTRIBUTION
☐ Top Secret ☐ Confidential	☐ Directive-type Memorandum	☐ Administrative Instruction	☐ New ☒ Reissuance	☒ Cleared for Public Release
☐ Secret ☒ Unclassified	☐ DoD Directive ☒ DoD Instruction	☐ DoD Manual	☐ Change ☐ Cancellation	☐ Not Cleared for Public Release

7. ☒ INTERNAL COORDINATION COMPLETE

9. COORDINATION SUSPENSE DATE. The Directives Portal System sets suspenses automatically from the date of posting on the Portal in accordance with DoDI 5025.01.

10. ☐ FEDERAL REGISTER PUBLICATION REQUIRED

11. ☐ FORMS PRESCRIBED

12. ☐ PRIVACY REQUIREMENTS

8. INFORMATION COLLECTION REQUIREMENTS *(Select as applicable)*

☒ In accordance with this issuance, information will be collected and submitted to Congress.

☐ In accordance with this issuance, information will be collected from the public.

☒ In accordance with this issuance, information will be collected from DoD or OSD Components or other federal agencies. Costs of the DoD internal information collection must be provided below for coordination.

$720,500.00	Total cost of the collection to the requesting Component
$1,747,000.00	Total cost of the collection to the responding Components

13. PURPOSE AND REMARKS *(Continue on second page if necessary.)*

The DoDI 1400.25 V 250 was originally published in 2008. This revision incorporates the legislative requirements in U.S.C. title 10, section 115b and USD(P&R) memorandum, "Framework for Department of Defense Civilian Strategic Workforce Planning" and Enterprise Competency Management," October 27, 2011, and Deputy Assistant Secretary of Defense (Civilian Personnel Policy) memorandum, "Enterprise Civilian Competency Management Framework Implementation," November 23, 2011.

14. ACTION OFFICER INFORMATION	15. ORIGINATING AUTHORIZING OFFICIAL *(See Instructions)*
a. NAME Patricia Kasold	**a. SIGNATURE**
b. OFFICE DESIGNATION CPP/DCPAS/HRSPAS/SHCPD	**b. NAME** Virginia S. Penrod
c. TELEPHONE *(Include Area Code)* 571-372-2284 **d. FAX** *(Include Area Code)*	**c. POSITION TITLE** Chief of Staff, OUSD(P&R)
e. EMAIL ADDRESS patricia.a.kasold.civ@mail.mil	**d. DATE SIGNED** NOV 1 0 2014

16. COORDINATING COMPONENTS *(Mark all that apply as either "P" for primary coordinator or "C" for collateral coordinator. Mandatory coordinators ("M") are already marked. See instructions for more information. See Page 3 for the Defense Agencies and DoD Field Activities and what OSD Component they are under.)*

P	Assistant Secretary of Defense for Legislative Affairs	P	Under Secretary of Defense for Intelligence
C	Assistant to the Secretary of Defense for Public Affairs		Under Secretary of Defense for Personnel and Readiness
P	Chairman of the Joint Chiefs of Staff		Under Secretary of Defense for Policy
C	Department of Defense Chief Information Officer		United States Coast Guard
M	Deputy Chief Management Officer of the Department of Defense		National Guard Bureau
C	Director of Cost Assessment and Program Evaluation		Identify other
	Director of Operational Test and Evaluation		Identify other
M	Inspector General of the Department of Defense		

17. COORDINATING OFFICIAL *(See Instructions)*

P	Secretary of the Air Force
P	Secretary of the Army
P	Secretary of the Navy
P	Under Secretary of Defense for Acquisition, Technology, and Logistics
P	Under Secretary of Defense (Comptroller)/Chief Financial Officer, DoD

a. COORDINATING OFFICIAL'S SIGNATURE

☐ Concur
☐ Concur with comment
☐ No comment
☐ Nonconcur with comment

b. COORDINATING OFFICIAL'S NAME

c. COORDINATING OFFICIAL'S POSITION TITLE

d. DATE SIGNED

SD FORM 106, SEP 2014   PREVIOUS EDITIONS ARE OBSOLETE.   Adobe Designer 9.0

#	CLASS	COMPONENT AND POC NAME, PHONE, AND E-MAIL	PAGE	PARA	COMMENT TYPE	COMMENTS, JUSTIFICATION, AND ORIGINATOR JUSTIFICATION FOR RESOLUTION	A/R/P

COMMENTS MATRIX FOR DoD ISSUANCES: DODI 1400.25 Volume 250, "DoD Civilian Personnel Management System, Civilian Strategic Human Capital Planning (SHCP)"

HOW TO USE THE SD FORM 818

GENERAL GUIDANCE:

- **To sort the table** by page number, hover your mouse over the top of the first cell in the column until a downward arrow appears; click to select the entire column. Under Table Tools, select Layout, and then click Sort and "OK." **To add new rows,** copy and paste a blank row to keep consistent formatting. **To add automatic numbering to column 1,** select the entire column and then click on the Numbering button under Paragraph on the Home ribbon.

IF YOU ARE THE COORDINATING OSD COMPONENT:

- Use this form to provide critical and substantive comments to the OSD Component that created the issuance. Complete the header and footer, columns 2-6, and the first two entries in column 7:

    COLUMN 1   Order comments by the pages/paragraphs that they apply to in columns 4 and 5.

    COLUMN 2   Enter the classification of the comment. If any material is **classified**, follow DoDM 5200.01 guidance for marking the document. If all comments are unclassified, mark the header and footer and ignore the column.

    COLUMNS 3, 4, AND 5   Enter the appropriate information for **each** comment.

    COLUMN 6   Enter comment type (C, S, or A).

    (C) CRITICAL: When a Component has one or more critical comments, that Component's coordination is an automatic nonconcur. The justification for critical comments MUST identify violations of law or contradictions of Executive Branch or DoD policy; unnecessary risks to safety, life, limb, or DoD materiel; waste or abuse of DoD appropriations; or imposition of an unreasonable burden on a Component's resources.

    (S) SUBSTANTIVE: Make a substantive comment if a part of the issuance seems unnecessary, incorrect, misleading, confusing, or inconsistent with other sections, or if you disagree with the proposed responsibilities, requirements, or procedures. One substantive comment is usually not sufficient justification for a nonconcur on an issuance. Multiple substantive comments may be grounds for a nonconcur.

    (A) ADMINISTRATIVE: An administrative comment concerns nonsubstantive aspects of an issuance, such as dates of reference, organizational symbols, format, and grammar.

    COLUMN 7   Place only one comment per row. Enter your comment, recommended changes, and justification in the first two areas provided. If any material is **classified**, follow DoDM 5200.01 guidance for marking the document. YOU MUST PROVIDE CONVINCING SUPPORT FOR CRITICAL COMMENTS IN THE JUSTIFICATION.

- **Review** the comments, **resolve** any conflicting views, and **confirm** that the completed matrix accurately represents your Component's position. Upload the form to the DoD Directives Program Portal in **Microsoft Word format (.docx)**, with the signed SD Form 106 or coordination memorandum.

IF YOU ARE THE ORIGINATING OSD COMPONENT:

- Consolidate comments from all coordinators and adjudicate them. **Do NOT include coordinator's administrative comments** in the consolidated SD 818. Leave columns 4 and 5 blank for general comments that apply to the whole document. **Sort comments** by the pages/paragraphs to which they apply using the **General Guidance** sort feature (e.g., all comments from all coordinators that apply to page 1, paragraph 1.a., should be together; all comments that apply to page 1, paragraph 1.b., should be next). Set classification header, footer, and columns 1 and 2 as appropriate. Complete last entry in column 7, and column 8:

    COLUMN 7   If you rejected or partially accepted a comment, enter your justification in the originator justification area. If any material is **classified**, follow DoDM 5200.01 guidance for marking the document. Leave blank if you accepted it. Include any related communications with the coordinating Component. You MUST provide convincing support for rejecting critical comments.

#	CLASS	COMPONENT AND POC NAME, PHONE, AND E-MAIL	PAGE	PARA	COMMENT TYPE	COMMENTS, JUSTIFICATION, AND ORIGINATOR JUSTIFICATION FOR RESOLUTION	A/R/P
						COMMENTS MATRIX FOR DoD ISSUANCES: DODI 1400.25 Volume 250, "DoD Civilian Personnel Management System, Civilian Strategic Human Capital Planning (SHCP)"	

COLUMN 8   Enter whether you accepted (A), rejected (R), or partially accepted (P) the comment. Your justification in column 7 must be consistent with this entry.

#	CLASS	COMPONENT	PAGE	PARA	COMMENT TYPE	COMMENTS, JUSTIFICATION, AND ORIGINATOR JUSTIFICATION FOR RESOLUTION	A/R/P
	Choose an item.				Choose an item.	**Coordinator Comment:** **Coordinator Justification:** **Originator Justification for Resolution:**	Choose an item.
	Choose an item.				Choose an item.	**Coordinator Comment:** **Coordinator Justification:** **Originator Justification for Resolution:**	Choose an item.
	Choose an item.				Choose an item.	**Coordinator Comment:** **Coordinator Justification:** **Originator Justification for Resolution:**	Choose an item.
	Choose an item.				Choose an item.	**Coordinator Comment:** **Coordinator Justification:** **Originator Justification for Resolution:**	Choose an item.
	Choose an item.				Choose an item.	**Coordinator Comment:** **Coordinator Justification:** **Originator Justification for Resolution:**	Choose an item.

#	CLASS	COMPONENT AND POC NAME, PHONE, AND E-MAIL	PAGE	PARA	COMMENT TYPE	COMMENTS, JUSTIFICATION, AND ORIGINATOR JUSTIFICATION FOR RESOLUTION	A/R/P

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